

360 FEEDBACK - EMOTIONAL AWARENESS

360 degree feedback can provide the powerful insights and perception truths that make people sit up and really think about how they come across. As a 360 degree feedback coach, I've always been consciously aware of its potential negative power, particularly when feedback recipients start their feedback coaching session from a vulnerable/unstable emotional place.

A couple of weeks ago I was coaching a senior manager through what was an above average report and it became apparent very early on that every line of the report was being read with a negative/emotional and unbalanced eye which wasn't healthy. I drew the feedback session to an early close and afterwards it became clear that they had a lot of other things going on in their world and if we'd have continued at that time, the 360 degree feedback report (even though it was very good) could easily have been the 'straw that broke the camel's back'.

On reflection, the experience reinforced the need for 360 feedback facilitators to apply core coaching skills including:

- The importance of taking time to find out 'where the feedback recipient is' on an emotional level before looking at the report and 'tune in' to them
- Remembering that initially, feedback recipients typically read their reports though an 'emotional/heart/eye' as opposed to their 'logical/head/eye'
- The need to make regular opportunities to 'check in' and to have a mechanism for capturing how the feedback recipient is feeling about the feedback (both the nice and no so nice stuff)
- Recognising the emotional journey that is change and that for most of us our initial reaction to critical feedback can be to deny, defend or justify it.
- Having the courage to stop a feedback session when things are not right

Lumus360 run a very good [workshop to train 360 feedback coaches](#) how to 'get it right'.

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